Course Specifications
Valid as from the academic year 2019-2020

<table>
<thead>
<tr>
<th>Course size</th>
<th>(nominal values; actual values may depend on programme)</th>
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</thead>
<tbody>
<tr>
<td>Credits</td>
<td>6.0</td>
</tr>
<tr>
<td>Study time</td>
<td>180 h</td>
</tr>
<tr>
<td>Contact hrs</td>
<td>55.0 h</td>
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</tbody>
</table>

Course offerings and teaching methods in academic year 2019-2020

| A (semester 2) | English | integration seminar | 15.0 h |
|               |         | practicum            | 15.0 h |
|               |         | lecture              | 15.0 h |
|               |         | project              | 10.0 h |

Lecturers in academic year 2019-2020

Hoozée, Sophie  EB22  lecturer-in-charge

Offered in the following programmes in 2019-2020

<table>
<thead>
<tr>
<th>Offered programmes</th>
<th>crds</th>
<th>offering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Science in Teaching in Economics</td>
<td>6</td>
<td>A</td>
</tr>
<tr>
<td>(main subject Business Economics)</td>
<td></td>
<td></td>
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<tr>
<td>Master of Science in Business Economics</td>
<td>6</td>
<td>A</td>
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<tr>
<td>(main subject Accountancy)</td>
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<tr>
<td>Master of Science in Complementary Studies in Business Economics</td>
<td>6</td>
<td>A</td>
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<tr>
<td>Master of Science in Business Economics</td>
<td>6</td>
<td>A</td>
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<tr>
<td>(main subject Corporate Finance )</td>
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<tr>
<td>Master of Science in Business Engineering</td>
<td>6</td>
<td>A</td>
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<tr>
<td>(main subject Data Analytics)</td>
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<tr>
<td>Master of Science in Business Engineering</td>
<td>6</td>
<td>A</td>
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<tr>
<td>(main subject Finance)</td>
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</tr>
<tr>
<td>Master of Science in Business Economics</td>
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<td>A</td>
</tr>
<tr>
<td>(main subject Marketing)</td>
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<tr>
<td>Master of Science in Business Engineering</td>
<td>6</td>
<td>A</td>
</tr>
<tr>
<td>(main subject Operations Management)</td>
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</tr>
<tr>
<td>Master of Science in Physical Education and Movement Sciences</td>
<td>6</td>
<td>A</td>
</tr>
<tr>
<td>(main subject Sports Policy and Sports Management)</td>
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<td></td>
</tr>
<tr>
<td>Master of Science in Economics</td>
<td>6</td>
<td>A</td>
</tr>
<tr>
<td>Exchange programme in Economics and Business Administration</td>
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<td>A</td>
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</tbody>
</table>

Teaching languages

English

Keywords

Responsibility centres, budgeting, performance measurement, reward systems, strategic alignment, social and environmental controlling, sustainability reporting

Position of the course

The purpose of this course is to provide students with insight into the concepts and frameworks of management control, with a special focus on the results of academic research. Students learn to understand the complex interplay between sub-elements of management control systems and trade-offs between alternative design choices in order to configure an optimal control package in line with the organizational goals. Next to economic goals, broader societal goals are also explicitly addressed.

All sessions are organized in block 1 of the second semester. During this intensive period, several continuous assessments will take place in order to enable students to master the different skills. There is no periodic evaluation (written final exam).

Contents

- Management control structure
- Managing cost centres

(Approved)
• Managing profit centres
• Managing investment centres
• Transfer pricing
• Management control process
• Budgeting
• Variance analysis
• Target setting
• Motivational theories
• Integrated performance measurement: the balanced scorecard
• The strategy-focused organization
• Performance evaluation and reward systems
• Management control culture
• Optimal management control system configurations
• Controlling and corporate responsibility
• The role of the controller in practice
• Eco-controls
• Sustainability reporting

Initial competences
For exchange students, there is a short admission test on fundamental cost and management accounting concepts before the start of the course.

Final competences
1. Illustrate management control concepts and frameworks
2. Develop initiatives for improvement based on performance information
3. Design an optimal management control system
4. Creatively apply academic and practice-oriented concepts and frameworks of management control to solve complex business economic problems
5. Critically reflect on the role of the controller in an organization
6. Being aware of the social responsibility of organizations

Conditions for credit contract
Access to this course unit via a credit contract is determined after successful competences assessment

Conditions for exam contract
This course unit cannot be taken via an exam contract

Teaching methods
Lecture, integration seminar, practicum, project

Extra information on the teaching methods
The course organization is extremely interactive. During the first session, the different teaching and evaluation methods will be explained in detail. Attendance of this first session is compulsory. During the plenary lectures, theoretical concepts are explained. To translate the different management control concepts and methods into practice and integrate the content of different courses, students actively work on various assignments, intensively coached by the instructor.

Learning materials and price
Textbook:
Cost: 35 euro

References

Course content-related study coaching
Thanks to the interactive approach of this course, interaction with the instructor should be natural.

Evaluation methods
continuous assessment

Examination methods in case of periodic evaluation during the first examination period

Examination methods in case of periodic evaluation during the second examination period

Examination methods in case of permanent evaluation
Written examination, oral examination, assignment, skills test, peer assessment

Possibilities of retake in case of permanent evaluation

(Approved)
examination during the second examination period is possible in modified form

Extra information on the examination methods
The assessment is entirely continuous. Attendance of the first session is compulsory. Attendance is also compulsory during the practica (skills tests in group) and the integration seminar (oral examination in group): students who are absent without justification, cannot pass this course. Justified absences should be reported in advance by email to the instructor. There is also a written group assignment as well as an individual written exam.

Calculation of the examination mark
100% continuous assessment: the evaluation is based on the content of the team assignments, as well as on effort. To determine individual scores, there is an individual written exam and the results of the peer assessment are taken into account as well.

Facilities for Working Students
Working students should contact the instructor before the first session. Depending on their individual situation, their absence may be tolerated for some parts of the course. In such instances, they will be asked to make alternative assignments.